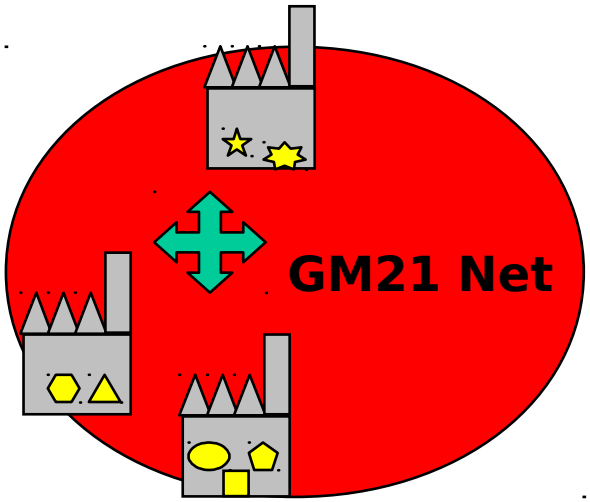
The Globeman 21 Story

“VIRTUAL ENTERPRISE”

Background

A group of companies has identified a world wide business opportunity. To take advantage of this opportunity they decide to co-operate in a global network, GM21 Net.

The network partners agree on certain rules for co-operation. They also assign some persons to be responsible for certain activities in connection with the collaboration.



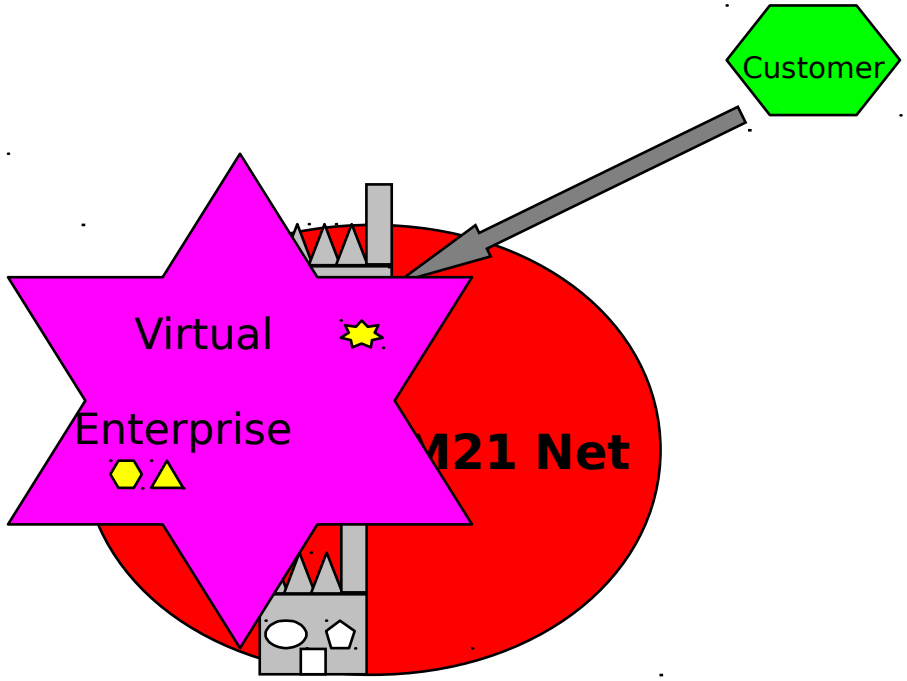
Each partner contributes to the network with some of its own core competencies.

The GM21 StorySlide 1

A customer requests a quotation from one partner in the GM21 Net (DeSmart).

The approached company recognises that the quotation suits the GM21 Net. Assigned persons from the network meet to evaluate the request. They identify the needs of the customer and review the competencies - using the GM21 Intranet (GlobOS, Vridge) - of the pre-qualified partners in GM21 Net, to verify that GM21 net has adequate competencies to meet all the needs.

They decide to go for the quotation and create a project - a GM21 virtual enterprise (VE) - and assign a project manager who will be responsible for the quotation phase (ViewBid).

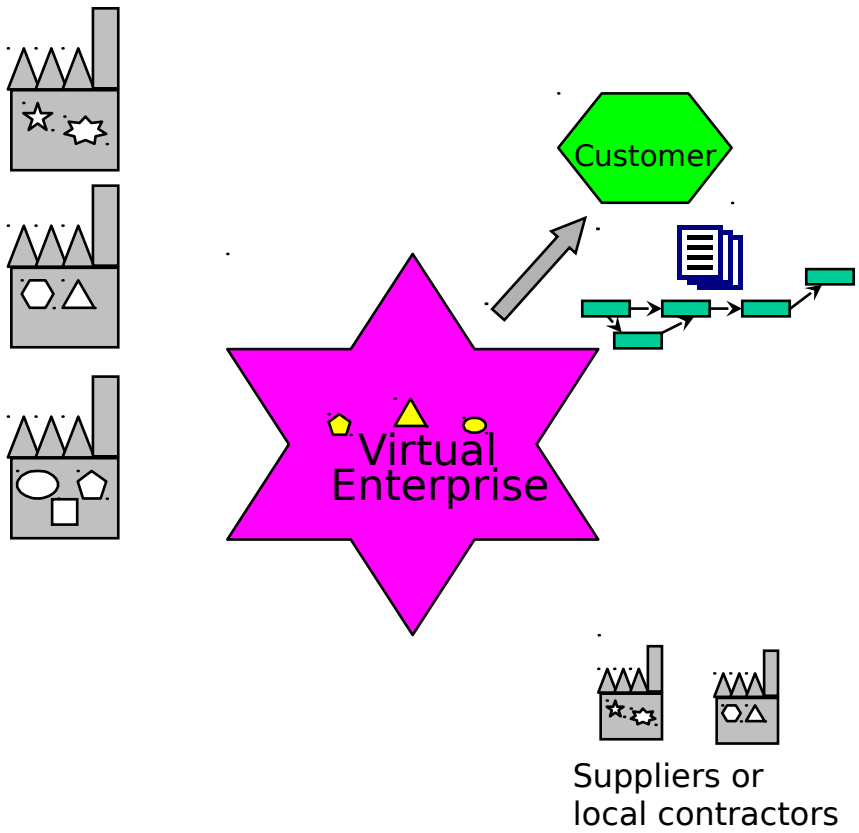


The GM21 StorySlide 2

The Project manager and a number of engineers are assigned to the team from different partners in the network. The teams starts immediately to create a solution to the customer request using various engineering decision support systems and product configurators (ProComa, DeSmart, ConNet, Vridge).

In the appendix to the quotation competencies and life-histories of the network and the individual partners are attached. A business process model of GM21 VE (Icom-BPR) showing the customer how the contract will be executed is also added to the quotations documentation.

Some of the work requires local expertise and special knowledge, which cannot be found in the GM21 Net. To handle these needs some competencies outside the GM21 Net are connected to the project.

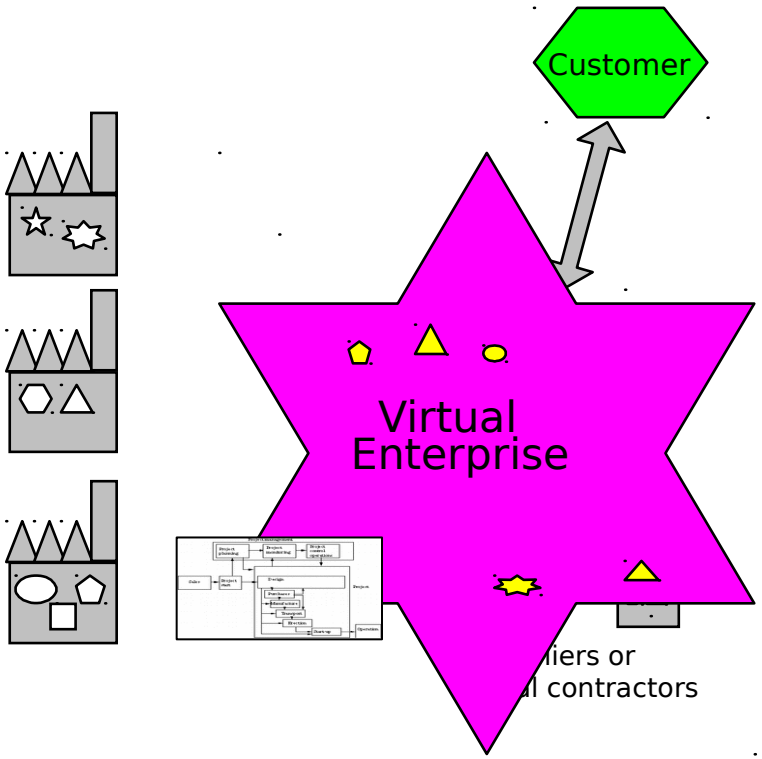


The GM21 StorySlide 3

GM21 quotation turned out to be very competitive and the appearance and content of the quotation material made quite an impression to the customer who invites GM21 for contract negotiations. After a while a contract between GM21 VE is signed.

The contract execution starts and the project manager of GM21 VE is authorised by GM21 Net to assign more resources to the project.

The project manager will also create a project plan for the contract execution - based on the business process model (AhlGlobe). The project plan - with decomposed activities - is exposed to all the partners through the GM21 VE intranet.

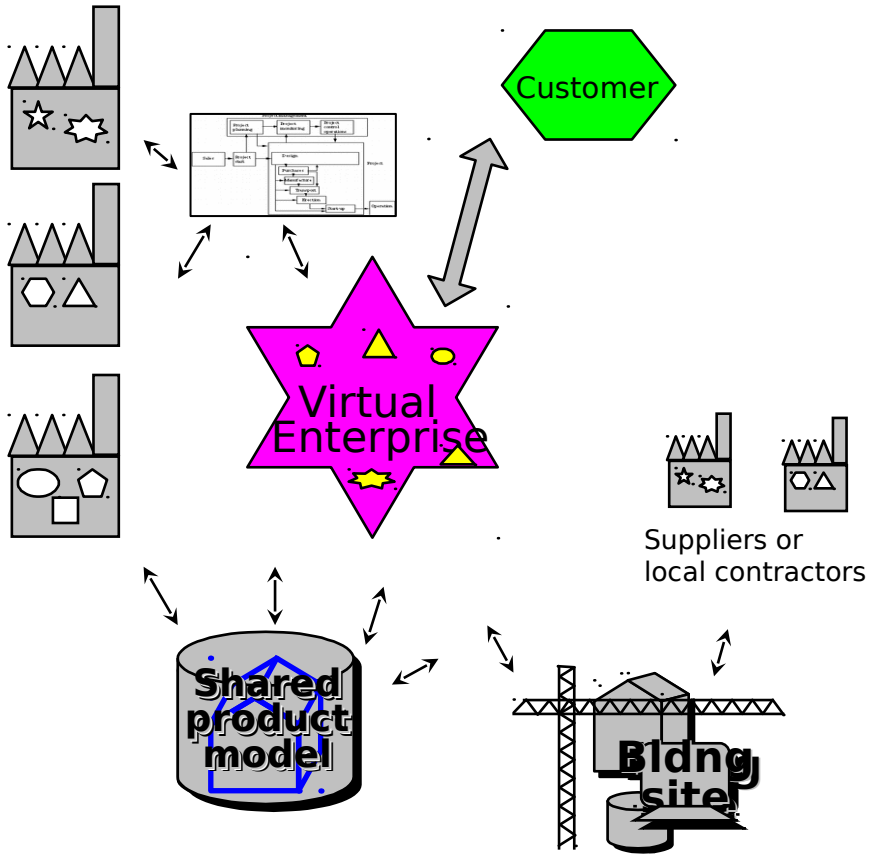


The GM21 StorySlide 4

The design will now evolve and details are added to the product models and various analysis are carried out. During these activities all the partners have direct access to drawings, diagrams, bill of materials etc. (ConNet, Prem, Vridge).

Purchase orders are issued and materials start to arrive at the construction sites and the various plants in GM21 VE. All the partners have direct access to the information relevant for them (AhlGlobe).

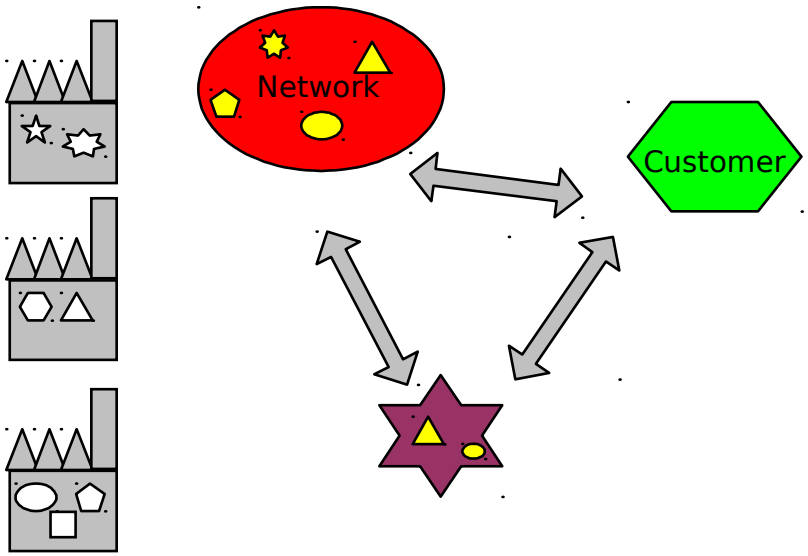
The project manager uses the project plan and the generated information to control that the project costs fit to the budget and that the delivery can be completed in time (AhlGlobe).



The GM21 StorySlide 5

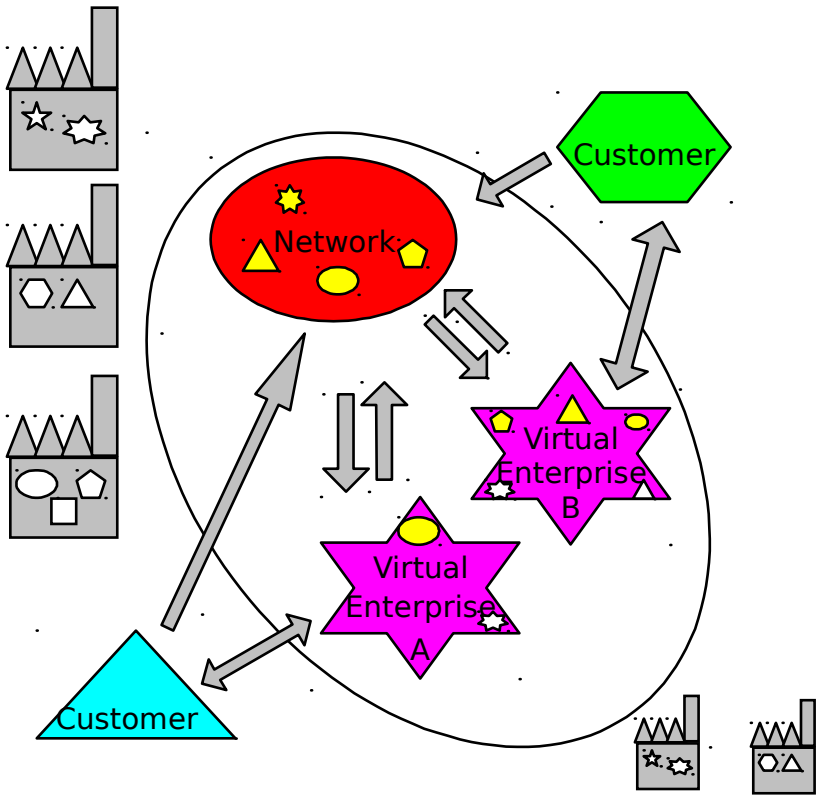
Having completed the construction/production, the product is put into operation. GM21 VE has a well prepared training program and adequate technologies for remote training of the customers (AhlRemote, Farley). Having successfully completed the training the project manager closes the project and dissolves the VE.

However, before this happens the project managers offers a service package to the customer to a very competitively price utilising continuous renewal and improvement of the product (Neo-Kaizen) and remote support technologies (AhlRemote). The customer accepts this offer and a very lean GM21 VE is created to deal with the support of the product to the customer.



Epilogue

The GME 21 Network has the capability to serve several customers in parallel by forming separate Virtual Enterprises for each project.



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